United Nations ST/SGB/2010/1

Secretariat

5 February 2010

Secretary-General's bulletin

Organization of the Department of Peacekeeping Operations

The Secretary-General, pursuant to Secretary-General's bulletin ST/SGB/1997/5, entitled "Organization of the Secretariat of the United Nations", as amended by ST/SGB/2002/11, and for the purpose of establishing the functions and organizational structure of the Department of Peacekeeping Operations, promulgates the following:

Section 1
General provision

The present bulletin shall apply in conjunction with Secretary-General's bulletins ST/SGB/1997/5, entitled "Organization of the Secretariat of the United Nations", as amended by ST/SGB/2002/11, ST/SGB/2009/13 and Corr.1, entitled "Organization of the Department of Political Affairs", and a Secretary-General's bulletin on the organization of the Department of Field Support, which is under preparation.

Section 2
Functions and organization

2.1 The Department of Peacekeeping Operations:

(a) Directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components and which may include elements of peacemaking and peacebuilding, as well as certain special political missions as determined by the Secretary-General. The above operations and missions are hereinafter collectively referred to as "Department-led operations";

(b) Formulates policies, guidelines and procedures, including the continued development of best practices, guidance materials and training programmes that guide the design and delivery of United Nations peacekeeping and related activities for which it is given lead responsibility within the United Nations system;

(c) Leads the integrated planning process for new Department-led operations and coordinates transitions and consolidation and exit strategies in existing

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operations, assisting with the development of a comprehensive United Nations approach to the resolution of conflict;

(d) Fulfils its role as the designated lead entity within the United Nations system or in peacekeeping contexts in the areas of military, police, corrections, mine action, strengthening of legal and judicial institutions and security sector reform, in accordance with General Assembly resolutions or the Secretary-General's Policy Committee decisions and in coordination or consultation with partners;

(e) Leads the delivery of integrated, efficient and coherent Headquarters support to multidimensional Department-led operations, drawing together all policy, military, political, field support, police and other civilian elements and links with other United Nations entities, including through its leadership of integrated mission task forces for those operations;

(f) Provides expertise to the Department of Political Affairs and, through it, to missions led by that Department, as required and feasible, through its participation in integrated task forces and other consultation mechanisms led by the Department of Political Affairs in support of the conduct and planning of such missions;

(g) Guides and promotes gender-sensitive approaches to the planning, design and implementation of policies and operational activities of operations led by the Department of Peacekeeping Operations and takes action to achieve gender parity at all levels and ensure a gender-friendly work environment at Headquarters and Department-led operations;

(h) Manages the interaction of the Secretariat with troop- and police-contributing countries;

(i) Maintains contacts with the parties to the conflicts and members of the Security Council and General Assembly to ensure the implementation of the mandates of Department-led operations;

(j) Promotes and coordinates strategic and operational partnerships within the United Nations Secretariat and with other organizations in the United Nations system, regional organizations and other multilateral and bilateral institutions to support the planning and conduct of Department-led operations as well as the transition to sustainable peace in fulfilment of mandates provided by the Security Council and the General Assembly for those operations;

(k) Manages reporting on behalf of the Secretary-General to the Security Council and the General Assembly on individual operations and on peacekeeping issues in general;

(l) Provides substantive secretariat services to the Special Committee on Peacekeeping Operations;

(m) Implements the United Nations security management system within the Department of Peacekeeping Operations at Headquarters and in Department-led operations.

2.2 The Department is divided into organizational units, as described in the present bulletin.

2.3 The Department is headed by the Under-Secretary-General for Peacekeeping Operations. In performing his or her functions, the Under-Secretary-General is

assisted by the Assistant Secretary-General for Operations, the Military Adviser, the Assistant Secretary-General for Rule of Law and Security Institutions and the Director of the Policy, Evaluation and Training Division. The Under-Secretary-General and the officials in charge of each organizational unit perform, in addition to the specific functions set out in the present bulletin, the general functions applicable to their positions, as set out in Secretary-General's bulletin ST/SGB/1997/5, as amended by ST/SGB/2002/11.

2.4 To ensure coherence and, where appropriate, integrated United Nations Department-led operations, as well as coordination with non-United Nations peacekeeping partners, the Department maintains the following mechanisms and arrangements:

(a) Regular strategic dialogue and exchange with United Nations partners through meetings of the Secretary-General's Policy Committee, the Executive Committee on Peace and Security and other relevant senior management forums;

(b) A structural arrangement by which the Under-Secretary-General for Field Support reports to and receives direction from the Under-Secretary-General for Peacekeeping Operations on all issues pertaining to United Nations operations under the direction of the Department of Peacekeeping Operations;

(c) An integrated mission planning process incorporating all relevant United Nations partners and, where appropriate, non-United Nations partners, to support the integrated planning and conduct of integrated operations led by the Department;

(d) Integrated operational teams responsible for integrated planning and integrated operational guidance and support to Department-led operations on mission-specific issues that cut across specialized functional areas, while specialized functional areas remain responsible for the provision of technical guidance across missions in their specific areas of responsibility;

(e) Modalities for cooperation in the implementation of mandated responsibilities for cross-cutting activities, including guiding principles to ensure effective coordination, consultation and information-sharing;

(f) Strategic cooperation frameworks and regular communication with regional and subregional organizations and international financial institutions on issues related to peacekeeping;

(g) Modalities for the implementation of multidimensional presences and peacekeeping operations conducted or coordinated with regional organizations, where mandated by the Security Council and General Assembly;

(h) Modalities for coordination and, where appropriate, provision of support to Department-led operations by United Nations and non-United Nations partners;

(i) Modalities for the provision of capacity-building and operational support by the United Nations to non-United Nations peacekeeping partners.

Section 3
Under-Secretary-General for Peacekeeping Operations

3.1 The Under-Secretary-General for Peacekeeping Operations, hereinafter referred to as the "Under-Secretary-General", is accountable to the Secretary-General.

3.2 The Under-Secretary-General is responsible for advising the Secretary-General on all matters related to the planning, establishment, direction, management and conduct of United Nations peacekeeping operations and special political missions under the responsibility of the Department. On behalf of the Secretary-General, he or she briefs the Security Council. On the basis of Security Council mandates, the Under-Secretary-General directs, manages and provides political and policy guidance and strategic direction to Department-led operations, which may include elements of peacemaking and peacebuilding; ensures the effective integration of integrated operations led by the Department, including serving as Chair of the Integrated Steering Group; directs policy development and approves guidance materials related to the planning and conduct of operations based on Security Council mandates and lessons learned; promotes and maintains strategic partnerships with United Nations and non-United Nations peacekeeping partners; provides direction to senior management in the Department to ensure the efficient functioning of the Department; and provides direction to the Under-Secretary-General for Field Support on all matters falling within the purview of the Department of Peacekeeping Operations.

Section 4
Office of the Under-Secretary-General

4.1 The Office of the Under-Secretary-General for Peacekeeping Operations comprises the front office and the Office of the Chief of Staff, which includes the Public Affairs Section, the Peacekeeping Situation Centre and the Executive Office.

Front office

4.2 The front office is headed by a Special Assistant, who is accountable to the Under-Secretary-General and works in close coordination with the Chief of Staff. The core functions of the front office of the Under-Secretary-General are as follows:

(a) Providing direct support to the Under-Secretary-General in the performance of the full range of his or her functions;

(b) Providing policy advice and ensuring that his or her goals and priorities are reflected in the work of the Department;

(c) Consulting, negotiating and coordinating with other United Nations departments and offices and the broader United Nations system on matters of mutual concern;

(d) Providing a political and policy perspective on decisions emanating from the Department and from the Secretary-General;

(e) Drafting and revising speeches, statements and articles on behalf of the Under-Secretary-General;

(f) Providing substantive and policy support to the Special Committee on Peacekeeping Operations;

(g) Undertaking quality assurance for the products and services provided by the Department of Peacekeeping Operations.

Office of the Chief of Staff

4.3 The Office of the Chief of Staff is headed by the Chief of Staff, who is accountable to the Under-Secretaries-General for Peacekeeping Operations and Field Support. The core functions of the Office of the Chief of Staff are as follows:

(a) Ensuring that the Department of Peacekeeping Operations and the Department of Field Support work in an integrated manner;

(b) Coordinating, monitoring and overseeing the internal management of the Department of Peacekeeping Operations, as well as developing, advising on and promoting policies and guidelines on management issues on behalf of and as directed by the Under-Secretaries-General for Peacekeeping Operations and Field Support;

(c) Providing policy and strategic advice to the Under-Secretaries-General for Peacekeeping Operations and Field Support on safety and security matters related to operations led by the Department of Peacekeeping Operations and coordinating daily interaction with the Department of Safety and Security;

(d) Leading the development of the programme management plan and results-based-budgeting frameworks for the Department of Peacekeeping Operations, as well as the related monitoring, evaluation and reporting activities;

(e) Leading or overseeing the development and implementation of the reform and change management and process improvement plans of the Department of Peacekeeping Operations and the Department of Field Support;

(f) Providing direction and leadership on information management issues, including chairing the joint Information Management Committee of the Department of Peacekeeping Operations and the Department of Field Support, issuing guidance and governance policy on information management issues and setting priorities for information management solutions for operations led by the Department of Peacekeeping Operations;

(g) Coordinating with executive bodies and committees;

(h) Managing and archiving the substantive business records of the Offices of the Under-Secretaries-General for Peacekeeping Operations and Field Support and archiving the records of the Office of the Assistant Secretary-General for Operations within the Department of Peacekeeping Operations.

Public Affairs Section

4.4 The Public Affairs Section is headed by a Senior Media Relations Officer, who is accountable to the Chief of Staff and works in close coordination with the Special Assistants to the Under-Secretaries-General for Peacekeeping Operations and Field Support. The Senior Media Relations Officer provides direct advice to the Under-Secretaries-General on public information matters, as required.

4.5 The core functions of the Public Affairs Section are as follows:

(a) Managing media relations, publicity and external relations, including the development and implementation of communications plans and campaigns and representational activities;

(b) Managing corporate messaging and internal communications;

(c) Supporting the public information components of Department-led operations, in cooperation with the Department of Public Information and the Department of Field Support.

Situation Centre

4.6 The Peacekeeping Situation Centre is headed by a Chief, who is accountable to the Chief of Staff.

4.7 The core functions of the Peacekeeping Situation Centre are as follows:

(a) Serving as the information hub for the Executive Office of the Secretary-General, the Department of Peacekeeping Operations and the Department of Field Support and providing situational awareness through the monitoring of developments in operations led by the Department of Peacekeeping Operations and the Department of Political Affairs and in other areas of interest through the delivery of daily and ad hoc reports and briefings to decision makers;

(b) Conducting research and preparing specialized information products related to incidents and trends that may affect current and potential operations in collaboration with partners within the United Nations system;

(c) Providing technical policy guidance and support to field-level Joint Operations Centres and Joint Mission Analysis Centres in Department-led operations, in particular through the chairing of the joint support group of the Centres;

(d) Coordinating the development of guidance and standard operating procedures concerning reporting, crisis response and crisis management for Department-led operations;

(e) Facilitating Headquarters crisis response for Department-led operations to ensure an integrated operational approach at Headquarters and in the field;

(f) Maintaining and developing external relations with the situation and operations centres of United Nations entities and regional organizations.

Executive Office

4.8 The Executive Office is headed by an Executive Officer, who is accountable to the Chief of Staff.

4.9 The core functions of the Executive Office are set out in section 7 of Secretary-General's bulletin ST/SGB/1997/5.

4.10 The Office of the Chief of Staff, the Public Affairs Section, the Peacekeeping Situation Centre and the Executive Office are shared resources providing services to the Department of Peacekeeping Operations and the Department of Field Support.

Section 5
Policy, Evaluation and Training Division

5.1 The Policy, Evaluation and Training Division is headed by a Director, who is accountable to the Under-Secretaries-General for Peacekeeping Operations and Field Support.

5.2 The Division comprises the Office of the Director, the Integrated Training Service and the Peacekeeping Best Practices Section.

Office of the Director

5.3 The core functions of the Office of the Director are as follows:

(a) Providing leadership and strategic direction and integrating the Division's policy, evaluation and training functions in support of the Department of Peacekeeping Operations, the Department of Field Support, operations led by the Department of Peacekeeping Operations and the Department of Field Support support components in other field missions or offices, henceforth referred to as Department of Field Support operations, as well as Member States;

(b) Developing and maintaining strategic partnerships with United Nations and external partners crucial for building international consensus, policy and action on critical peacekeeping issues;

(c) Conducting thematic evaluations and programme and subprogramme evaluations in the Departments of Peacekeeping Operations and Field Support and in the operations and missions they support and developing policies and technical guidance for the conduct of self-evaluation;

(d) Undertaking quality assurance for the products and services provided by the Policy, Evaluation and Training Division.

Integrated Training Service

5.4 The Integrated Training Service is headed by a Chief, who is accountable to the Director of the Policy, Evaluation and Training Division.

5.5 The core functions of the Integrated Training Service are as follows:

(a) Supporting the Department of Peacekeeping Operations, the Department of Field Support, operations led by the Department of Peacekeeping Operations, Department of Field Support operations and Member States in the training of civilian, military and police personnel;

(b) Setting training standards specific to United Nations peacekeeping and field support activities, in accordance with relevant system-wide training standards, verifying that such peacekeeping training standards are met and developing peacekeeping training policies and related technical guidance;

(c) Developing and delivering training to meet priority needs in cross-cutting areas of peacekeeping and field support;

(d) Providing technical guidance on peacekeeping and field support training issues to the Department of Peacekeeping Operations, the Department of Field Support, integrated mission training centres and training focal points in operations led by the Department of Peacekeeping Operations, as well as Member States;

(e) Monitoring peacekeeping and field support training activities of the Department of Peacekeeping Operations, the Department of Field Support and field operations and managing the training budget of the Departments of Peacekeeping Operations and Field Support to ensure that peacekeeping training standards and priorities are being met.

Peacekeeping Best Practices Section

5.6 The Peacekeeping Best Practices Section is headed by a Chief, who is accountable to the Director of the Policy, Evaluation and Training Division.

5.7 The core functions of the Peacekeeping Best Practices Section are as follows:

(a) Ensuring analysis of emerging policy issues related to peacekeeping and field support and drafting related policy documents;

(b) Providing policy advice and operational support to Department of Peacekeeping Operations and Department of Field Support operations in assigned thematic areas;

(c) Analysing United Nations peacekeeping experiences to capture institutional knowledge and lessons and developing doctrine and technical guidance materials on cross-cutting issues to support the better planning and conduct of operations led by the Department of Peacekeeping Operations and Department of Field Support operations;

(d) Facilitating the integration of a gender perspective in all areas of peacekeeping through guidance development, operational support to gender components in Department-led and Department of Field Support operations, training, partnership-building and the consolidation of good practices;

(e) Supporting Department-led and Department of Field Support operations with knowledge management tools and methodologies for capturing and sharing lessons and best practices and managing the development, approval and dissemination process for all guidance and doctrinal materials related to United Nations peacekeeping.

5.8 The Policy, Evaluation and Training Division is an integrated resource that provides services to the Department of Peacekeeping Operations, the Department of Field Support, operations led by the Department of Peacekeeping Operations, and Member States.

Section 6
Office of Operations

6.1 The Office of Operations is headed by the Assistant Secretary-General for Peacekeeping Operations, who is accountable to the Under-Secretary-General. In view of the integrating role of the Office of Operations, the Assistant Secretary-General serves as Deputy to the Under-Secretary-General.

6.2 The Assistant Secretary-General is responsible for advising the Under-Secretary-General on political, cross-cutting strategic, mission-specific and integrated operational issues; briefing the Security Council and other intergovernmental bodies as required; ensuring the development and effective implementation of overarching integrated strategies for Department-led operations and the provision of political direction and integrated operational support to those operations; and contributing to the generation of political, financial and material support among Member States, regional organizations, non-governmental organizations, think tanks, academia and the media for planned and deployed operations and for peacekeeping in general.

Office of the Assistant Secretary-General

6.3 The Office of Operations comprises the Office of the Assistant Secretary-General and four regional Divisions.

6.4 The core functions of the Office of the Assistant Secretary-General are as follows:

(a) Assisting and advising the Assistant Secretary-General in carrying out his or her duties;

(b) Providing advice on and facilitating the implementation of key policies, including the integrated mission planning process, and ensuring that related technical guidance and training capacity are provided;

(c) Ensuring quality assurance for the services and products provided by the Office of Operations including, in particular, proper integration or coordination and compliance with timelines.

Regional Divisions

6.5 The regional Divisions, namely, the Africa Division I (East and Central African region and the African Union Peacekeeping Support Team), the Africa Division II (West Africa and Great Lakes region), the Asia and Middle East Division and the Europe and Latin America Division, are composed of integrated operational teams.

6.6 Each of the regional Divisions is headed by a Director, who is accountable to the Assistant Secretary-General for Peacekeeping Operations.

6.7 The core functions of the regional Divisions are as follows:

(a) Developing overarching integrated strategies, including through integrated mission task forces, and providing strategic direction on cross-cutting, mission-specific and political issues and day-to-day operational support to Department-led operations, including guidance on policy and operational issues;

(b) Coordinating with other offices within the Department of Peacekeeping Operations and the Department of Field Support, as well as other departments, agencies, funds and programmes and regional entities, to advance the implementation of the mandates and political objectives set by the Security Council for Department-led operations;

(c) Devising, promoting agreement on and implementing integrated solutions to the political and operational challenges of Department-led operations and supporting them vis-à-vis the parties to the conflict and other interested parties, and conveying relevant concerns to Member States and other relevant partners, and vice versa;

(d) Leading the integrated planning process for new Department-led operations and coordinating transitions as well as consolidation and exit strategies in existing operations through the provision of overall political, strategic and operational frameworks, the development of options for courses of action, leadership of assessment missions to the field, liaison and coordination with relevant partners and Member States and the coordination and integration of inputs

from within the Department and with the Department of Field Support, into a mission concept for approval by the Security Council;

(e) Fulfilling the reporting obligations of the Secretary-General to the Security Council for Department-led operations.

6.8 In so doing, the regional Divisions draw on the expertise of other areas within the Department of Peacekeeping Operations and the Department of Field Support, as well as United Nations system partners including, inter alia, the Department of Political Affairs, the Office for the Coordination of Humanitarian Affairs and the United Nations Development Programme, as appropriate.

Integrated operational teams

6.9 Each integrated operational team is headed by a team leader, who is accountable to the respective regional Director. The integrated operational teams consist of political, military, police and support specialist officers and are supported by specialized functional areas within the Office of Rule of Law and Security Institutions and the Policy, Evaluation and Training Division, as needed.

6.10 The core functions of the integrated operational teams are the following:

(a) Serving as a principal entry point for political as well as integrated planning and integrated operational issues of a mission-specific, cross-cutting nature for the peacekeeping and special political missions under their purview and for troop- and police-contributing countries, Member States and other relevant partners;

(b) Providing or coordinating day-to-day political and integrated operational guidance and support to Department-led operations under their purview on mission-specific issues that cut across specialized functions, including the implementation of political and integrated mission strategies in support of mandate implementation;

(c) Ensuring the resolution of operational issues and monitoring the implementation of relevant mission plans;

(d) Conducting the integrated review of the operational resource requirements for Department-led operations under their purview, while responsibility for specialized policy and technical support related to the budget remains with the specialized functional areas in the Department of Management and the Department of Field Support, respectively.

Section 7
Office of Military Affairs

7.1 The Office of Military Affairs is headed by the Military Adviser, a serving Lieutenant General at the level of Assistant Secretary-General, who is accountable to the Under-Secretary-General.

7.2 The Military Adviser is responsible for providing military advice to the Under-Secretary-General for Peacekeeping Operations and, when requested, through him or her to the Under-Secretaries-General for Political Affairs and Field Support, the Secretary-General and the Security Council. The Military Adviser also provides advice and support to heads of offices and divisions within the Department of Peacekeeping Operations, the Department of Field Support, operations with military

components led by the Department of Peacekeeping Operations and missions with military advisory functions led by the Department of Political Affairs.

7.3 The Office of Military Affairs comprises the Office of the Military Adviser, the Military Planning Service, the Force Generation Service and the Current Military Operations Service.

Office of the Military Adviser

7.4 The core functions of the Office of the Military Adviser are as follows:

(a) Providing technical advice to the heads of the military components of Department-led operations, including analysis of specific military plans and operations, and to new troop-contributing countries participating in operations led by the Department of Peacekeeping Operations and missions led by the Department of Political Affairs;

(b) Supervising and coordinating the activities of the services in the Office of Military Affairs, including human resources management; development of strategies, operational and contingency plans, programme management plans, policy papers, doctrine, technical guidance and military directives to support Department-led operations, Member States and the Secretariat in the planning and conduct of Department-led operations; inputs to budgetary processes and reports of the Secretary-General; and coordination of official military visits, meetings, briefings and presentations;

(c) Overseeing the selection and rotation of senior military appointments in Department-led operations, in close coordination with the Office of Operations, the Department of Field Support and the Department of Political Affairs, and managing the selection and rotation of Senior Military Liaison Officers and Military Liaison Officers that form part of the integrated operational teams, in coordination with the Office of Operations;

(d) Directing the preparation of Senior Military Liaison Officers and Military Liaison Officers for their role in integrated operational teams through structured induction and on-the-job training in the Office of Military Affairs and subsequently empowering and supporting their functioning in the teams through the provision of information and policy and technical guidance on military issues;

(e) Gathering, analysing and assessing information on the military situation in the areas of Department-led operations and military threats to current and potential operations, in close coordination with Department-led operations, the Peacekeeping Situation Centre, integrated operational teams and the Department of Safety and Security;

(f) Providing support for the development of peacekeeping-related system-wide frameworks and doctrines, creating departmental policies and standard operating procedures, developing capabilities for the military components of Department-led operations and military personnel in missions led by the Department of Political Affairs and acting as focal point for liaison with military elements of international and regional organizations and for civil-military coordination with humanitarian agencies and United Nations agencies, funds and programmes;

(g) Undertaking quality assurance for the products and services provided by the Office of Military Affairs.

Military Planning Service

7.5 The Military Planning Service is headed by a Chief, who is accountable to the Military Adviser. The Service comprises three geographically based planning teams, a long-term planning team and specialist aviation and maritime operational planners.

7.6 The core functions of the Military Planning Service are as follows:

(a) Providing military-strategic planning advice to the Military Adviser and, through him or her, to the senior leadership of the Department of Peacekeeping Operations, the Department of Field Support and the Department of Political Affairs;

(b) Conducting military-strategic planning for emerging and existing Department-led operations, in coordination with the integrated operational teams, and for missions led by the Department of Political Affairs, as appropriate, and contributing to the integrated mission planning process;

(c) Producing foundational military guidance documents, including the command directive, military rules of engagement in conjunction with the Office of Legal Affairs, military-strategic concepts of operation, force requirements and, as required, initial operational plans for the military components of Department-led operations;

(d) Monitoring the military plans of current Department-led operations to reduce the time required to plan for major changes, including mission termination;

(e) Specifying the force or operational requirements for individual military personnel, military formed units and unit equipment in new or revised concepts of operation and contingency plans for potential, ongoing or transitioning Department-led operations and missions led by the Department of Political Affairs, as appropriate;

(f) Providing technical advice and guidance, in collaboration with the Integrated Training Service within the Policy, Evaluation and Training Division, on mission-specific operational tasks and challenges to troop-contributing countries preparing to deploy to a field operation.

Force Generation Service

7.7 The Force Generation Service is headed by a Chief, who is accountable to the Military Adviser. The Service comprises a force generation team, a standby arrangements team and a military personnel team.

7.8 The core functions of the Force Generation Service are as follows:

(a) Acting as the principal military point of contact with troop-contributing countries and, in close liaison with Member States, integrated operational teams and other appropriate entities in the Department of Peacekeeping Operations, the Department of Field Support and the Department of Political Affairs, conducting the force generation process, including the generation and rotation of all military contingents and individuals, and supporting the selection process for senior United Nations military appointments;

(b) Participating, in conjunction with the Department of Field Support, in the contingent-owned equipment negotiation process, concluding memorandums of understanding for the timely deployment of troops and, when necessary, for the force adjustment, and providing technical advice on contingent-owned equipment claims by Member States, as required;

(c) Initiating and maintaining records of service and performance for individuals and statistics and country profiles for all United Nations military deployments, conducting staff action concerning awards and maintaining a database of individuals who should not serve in future Department-led operations and missions led by the Department of Political Affairs for disciplinary reasons;

(d) Developing, in collaboration with the Department of Field Support, generic guidelines for troop-contributing countries and mission-specific military guidelines related to force requirements;

(e) Coordinating reconnaissance visits for troop-contributing countries providing contingents to United Nations peacekeeping operations and leading predeployment visits to troop-contributing countries to verify the preparedness of Member States to meet the conditions of United Nations peacekeeping operations, memorandums of understanding and contingent-owned equipment agreements;

(f) Maintaining and updating records of pledges made by Member States in the United Nations standby arrangements system for the provision of troops, equipment and services to United Nations peacekeeping operations and engaging Member States to participate in the system's rapid deployment level.

Current Military Operations Service

7.9 The Current Military Operations Service is headed by a Chief, who is accountable to the Military Adviser. The Service comprises three geographically based teams.

7.10 The core functions of the Current Military Operations Service are as follows:

(a) Providing advice to the heads of the military components of Department-led operations on technical aspects of military operations, such as contingency planning, force rotations and operational reporting, in coordination with the integrated operational teams, to ensure that military aspects are properly integrated or coordinated, and interacting with permanent missions of Member States on all military technical operational issues, significant incidents, accidents, injuries, deaths, repatriations and other current issues;

(b) Providing the Military Adviser and, through the Under-Secretary-General for Peacekeeping Operations, senior leadership at United Nations Headquarters with military information and analysis related to current events and situations relevant to United Nations peacekeeping;

(c) Coordinating visits by Member States, the military and police advisers, community and senior military staff from Headquarters to peacekeeping operations, briefing visiting military individuals, groups or delegations and coordinating the briefing and debriefing process for senior military officials in peacekeeping operations;

(d) Coordinating responses by the Office of Military Affairs to disciplinary issues involving military personnel in Department-led operations and missions led by the Department of Political Affairs, in coordination with the Conduct and Discipline Unit in the Department of Field Support.

Section 8
Office of Rule of Law and Security Institutions

8.1 The Office of Rule of Law and Security Institutions is headed by an Assistant Secretary-General, who is accountable to the Under-Secretary-General.

8.2 The Assistant Secretary-General is responsible for directing and managing all aspects of the areas within the overall responsibility of the Office of Rule of Law and Security Institutions, developing an integrated, coherent departmental and United Nations system-wide approach to strengthening the rule of law and sustainable security sector institutions and ensuring systematic collaboration with all relevant United Nations and non-United Nations actors, including regional organizations, bilateral donors, non-governmental organizations and academia.

8.3 The Office comprises the Office of the Assistant Secretary-General, the Police Division, the Criminal Law and Judicial Advisory Section, the Disarmament, Demobilization and Reintegration Section, the Security Sector Reform Unit and the Mine Action Service.

Office of the Assistant Secretary-General

8.4 The core functions of the Office of the Assistant Secretary-General are as follows:

(a) Advising and assisting the Assistant Secretary-General in carrying out his or her duties;

(b) Coordinating and integrating the strategic and operational activities of the Office of Rule of Law and Security Institutions with United Nations and non-United Nations partners;

(c) Ensuring the delivery of strategic guidance, advice and planning support to the Office of Operations, new and existing Department-led operations and missions led by the Department of Political Affairs, when requested and feasible, in the areas within its purview;

(d) Serving as liaison, on behalf of the Department, with the Rule of Law Coordination and Resource Group, chaired by the Deputy Secretary-General;

(e) Collaborating systematically with all United Nations and non-United Nations partners on matters pertaining to the rule of law and security institutions in Department-led operations and missions led by the Department of Political Affairs;

(f) Overseeing the development and implementation of cross-cutting information and communications strategies and coordinating the production of reports to the relevant legislative bodies on the rule of law and security institutions;

(g) Ensuring the quality of the products and services delivered by the Office of Rule of Law and Security Institutions.

8.5 In addition to the specific functions listed below, all organizational units within the Office of Rule of Law and Security Institutions are responsible for developing and implementing information and communications strategies and providing reports in their respective areas to the legislative bodies and other actors.

Police Division

8.6 The Police Division is headed by a Police Adviser, who is accountable to the Assistant Secretary-General for Rule of Law and Security Institutions. The Police Adviser has direct access to the Under-Secretary-General for Peacekeeping Operations, when required. The Police Adviser is responsible for providing advice and support on all policing issues to the Department of Peacekeeping Operations and the Department of Field Support and to heads of police components of operations led by the Department of Peacekeeping Operations and missions led by the Department of Political Affairs with police advisory functions. The Police Adviser may also, as required, provide advice to the Under-Secretary-General for Political Affairs, the Secretary-General and the Security Council through the Under-Secretary-General for Peacekeeping Operations, ensuring that such advice and support is fully coordinated with the Assistant Secretary-General for Rule of Law and Security Institutions. The Police Adviser is supported by a Deputy Police Adviser in undertaking those responsibilities.

8.7 The Police Division comprises the Office of the Police Adviser, the Strategic Policy and Development Section, the Mission Management and Support Section and the Standing Police Capacity.

8.8 The core functions of the Office of the Police Adviser are as follows:

(a) Providing strategic direction and oversight of policing issues in Department-led operations and missions led by the Department of Political Affairs, maintaining an overview of all operations and directing responses to critical incidents and issues that arise in the field, establishing frameworks for launching new police operations in response to United Nations resolutions, maintaining liaison with the Department of Political Affairs, the Peacebuilding Commission, the Peacebuilding Support Office, the Department of Field Support, broader United Nations departments, agencies, funds and programmes, Member States, regional organizations, non-governmental organizations, the academic community and civil society;

(b) Directing the preparation of Senior Police Liaison Officers and Police Liaison Officers for their role in integrated operational teams through structured induction and on-the-job training in the Police Division and subsequently empowering and supporting their functioning in the teams through the provision of information and policy and technical guidance on police issues;

(c) Serving within the United Nations system as the primary focal point and global lead for police and law enforcement matters, as appropriate, both in the context of Department-led operations and missions led by the Department of Political Affairs, as requested and feasible.

8.9 The Strategic Policy and Development Section is headed by a Chief, who is accountable to the Deputy Police Adviser.

8.10. The core functions of the Strategic Policy and Development Section are as follows:

(a) Developing and reviewing technical guidelines, standards, directives and standard operating procedures for the police components of Department-led operations and missions led by the Department of Political Affairs to facilitate the implementation of their respective mandates;

(b) Conducting police strategic planning and developing concepts of operations and mandate and implementation plans, in coordination with the integrated operational teams, monitoring police plans and analysing and evaluating results achieved and lessons learned by the police components of Department-led operations and missions led by the Department of Political Affairs, in coordination with other areas within the Department of Peacekeeping Operations, the police components of Department-led operations and missions led by the Department of Political Affairs and relevant United Nations and non-United Nations partners, as required;

(c) Supporting the efforts of other United Nations system partners concerning police and law enforcement issues, in support of the designation of the Department of Peacekeeping Operations as the global lead entity at the Headquarters level for police and law enforcement matters in the United Nations system.

8.11 The Mission Management and Support Section is headed by a Chief, who is accountable to the Deputy Police Adviser.

8.12 The core functions of the Mission Management and Support Section are as follows:

(a) Providing technical advice to the police components of Department-led operations and missions led by the Department of Political Affairs, in coordination with the integrated operational teams, to facilitate the implementation of their respective mandates;

(b) Liaising with Department-led operations and missions led by the Department of Political Affairs, Member States and other stakeholders, as appropriate, on police and law enforcement matters and related administrative, operational and technical issues;

(c) Planning and undertaking selection assistance and predeployment visits to police-contributing countries, collaborating with the Department of Field Support on the contingent-owned equipment negotiation process, coordinating negotiations on memorandums of understanding for the timely deployment of police units, providing technical advice on contingent-owned equipment claims by Member States, as required, and taking part in reconnaissance visits to the field;

(d) Ensuring the selection, deployment, rotation and extension of United Nations police officers, including members of formed police units and internationally recruited professional civilian staff in the police components of Department-led operations and missions led by the Department of Political Affairs; and interacting with permanent missions of Member States on all police technical operational issues and significant incidents related to police personnel.

8.13 The Standing Police Capacity is headed by a Principal Officer, who is accountable to the Police Adviser.

8.14 The core functions of the Standing Police Capacity are as follows:

(a) Providing a coherent police and law enforcement start-up capability for new Department-led operations and missions led by the Department of Political Affairs;

(b) Assisting Department-led operations and missions led by the Department of Political Affairs through the provision of police and law enforcement advice and expertise. When appropriate, the Standing Police Capacity may also be used to conduct operational assessments and evaluations of police components.

Criminal Law and Judicial Advisory Section

8.15 The Criminal Law and Judicial Advisory Section is headed by a Chief, who is accountable to the Assistant Secretary-General for Rule of Law and Security Institutions.

8.16 The core functions of the Criminal Law and Judicial Advisory Section are as follows:

(a) Planning programmes within Department-led operations for the strengthening of legal, judicial and prison systems, in coordination with other components of the Office of Rule of Law and Security Institutions, integrated operational teams, the Department of Political Affairs and other entities in the United Nations Secretariat, as well as United Nations agencies, funds and programmes;

(b) Providing inputs to strategic planning for specific operations and missions and providing operational support to justice, corrections and rule of law components of Department-led operations, in addition to missions led by the Department of Political Affairs as requested and feasible, in coordination with relevant entities within the United Nations Secretariat, United Nations agencies, funds and programmes, in such areas as programme implementation, budgeting, reporting, building institutional partnerships and staffing;

(c) Conducting periodic reviews of the work of justice, corrections and rule of law components of Department-led operations and missions led by the Department of Political Affairs as requested and feasible;

(d) Developing, updating and distributing guidance materials, procedures, training materials and lessons learned and best practices materials in areas related to the strengthening of legal, judicial and prison systems;

(e) Facilitating the sharing of analytical reports, best practices tools and guidance materials through the maintenance of the electronic Rule of Law Community of Practice;

(f) Serving as the designated lead entity for strengthening legal and judicial institutions in peacekeeping contexts and executing its global lead role in the area of corrections.

Disarmament, Demobilization and Reintegration Section

8.17 The Disarmament, Demobilization and Reintegration Section is headed by a Chief, who is accountable to the Assistant Secretary-General for Rule of Law and Security Institutions.

8.18 The core functions of the Disarmament, Demobilization and Reintegration Section are as follows:

(a) Developing and updating guidance for the implementation of disarmament, demobilization and reintegration, in particular in a peacekeeping context;

(b) Providing operational advice and support to disarmament, demobilization and reintegration and other associated components of Department-led operations and missions led by the Department of Political Affairs as requested and feasible, in coordination with the Department of Political Affairs and other entities within the United Nations Secretariat, as well as United Nations agencies, funds and programmes, in such areas as strategic planning, budgeting, reporting, building institutional partnerships and staffing;

(c) Monitoring, evaluating, capturing and disseminating lessons learned and best practices on disarmament, demobilization and reintegration programmes, in particular in peacekeeping operations;

(d) Planning new disarmament, demobilization and reintegration programmes in Department-led operations, in coordination with other components of the Office of Rule of Law and Security Institutions, integrated operational teams, the Department of Political Affairs and other entities within the United Nations Secretariat, as well as United Nations agencies, funds and programmes.

Security Sector Reform Unit

8.19 The Security Sector Reform Unit is headed by a Chief, who is accountable to the Assistant Secretary-General for Rule of Law and Security Institutions.

8.20 The core functions of the Security Sector Reform Unit are as follows:

(a) Providing advice on security sector reform issues to Department-led operations, missions led by the Department of Political Affairs and other United Nations field presences, as requested and feasible, in coordination with partners in the United Nations Secretariat and United Nations agencies, funds and programmes, and leading planning processes related to the design and implementation of security sector reform support to national authorities, in accordance with its designation as lead entity;

(b) Serving as focal point and technical resource capacity on security sector reform for the United Nations system and national and international partners;

(c) Developing United Nations guidance, standards and practices and identifying lessons learned on security sector reform in consultation with Member States, including the provision of a repository of materials on security sector reform;

(d) Developing rosters of experts to meet United Nations security sector reform requirements at Headquarters and in the field and delivering training on

security sector reform to United Nations personnel, external partners and national actors.

Mine Action Service

8.21 The Mine Action Service is headed by a Director, who is accountable to the Assistant Secretary-General for Rule of Law and Security Institutions.

8.22 The Mine Action Service comprises the Office of the Director, the Programme Management and Oversight Section and the Policy, Information and Resource Management Section.

8.23 The core functions of the Office of the Director are as follows:

(a) Providing overall strategic and policy direction to United Nations mine action, as it relates to inter-agency coordination processes and mine action programmes and activities;

(b) Leading efforts to mobilize adequate voluntary contributions and to carry out donor liaison;

(c) Providing oversight and management of the Voluntary Trust Fund for Assistance in Mine Action and peacekeeping assessed funds for mine action.

8.24 The Programme Management and Oversight Section is headed by a Chief, who is accountable to the Director of the Mine Action Service.

8.25 The core functions of the Programme Management and Oversight Section are as follows:

(a) Providing technical guidance to Department-led operations on mine action, including the preparation and management of peacekeeping budgets;

(b) Coordinating inter-agency operational activities on mine action, including demining, mine risk education, victim assistance and advocacy, in close cooperation with United Nations agencies, funds and programmes and other partners;

(c) Establishing and managing mine action coordination centres in peacekeeping, complex emergency and rapid response contexts, with implementation provided through the United Nations Office for Project Services.

8.26 The Policy, Information and Resource Management Section is headed by a Chief, who is accountable to the Director of the Mine Action Service.

8.27 The core functions of the Policy, Information and Resource Management Section are as follows:

(a) Coordinating inter-agency collaboration and the development of common policies and strategies on mine action issues;

(b) Coordinating the receipt of contributions and ensuring timely and accurate donor reporting on voluntary contributions for United Nations mine action;

(c) Coordinating and managing inter-agency public information and advocacy efforts.

Section 9
Final provisions

9.1 The present bulletin shall enter into force on 1 January 2010.

9.2 The Secretary-General's bulletin of 15 May 2000, entitled "Organization of the Department of Peacekeeping Operations" (ST/SGB/2000/9) is hereby abolished.

(*Signed*) **BAN** Ki-moon
Secretary-General

United Nations ST/SGB/2010/2

Secretariat

4 March 2010

Secretary-General's bulletin

Organization of the Department of Field Support

The Secretary-General, pursuant to the Secretary-General's bulletin ST/SGB/1997/5, entitled "Organization of the Secretariat of the United Nations", as amended by ST/SGB/2002/11, and for the purpose of establishing the functions and organizational structure of the Department of Field Support, promulgates the following:

Section 1
General provision

1.1 The present bulletin shall apply in conjunction with Secretary-General's bulletin ST/SGB/1997/5, entitled "Organization of the Secretariat of the United Nations", as amended by ST/SGB/2002/11; ST/SGB/2010/1, entitled "Organization of the Department of Peacekeeping Operations"; ST/SGB/2009/13, entitled "Organization of the Department of Political Affairs"; and ST/SGB/2005/8, entitled "Organization of the Department of Management".

1.2 In performing its functions, the Department of Field Support works within the overall policy and oversight framework, the financial regulations and rules and the staff regulations and rules as well as policies and procedures established by the Department of Management in the management areas of finance, budget and human and physical resources (support operations and services), and within the strategic framework established by the Office of Information and Communications Technology on matters concerning information and communications technology and by the Department of Safety and Security on matters related to safety and security of staff serving in field operations.

Section 2
Functions and organization

2.1 The Department of Field Support:

(a) Provides administrative and logistical support services to the Departments of Peacekeeping Operations and Political Affairs, as directed by the Secretary-General, through the delivery of dedicated support to United Nations peacekeeping operations, special political missions and other field presences, henceforth referred to as "field operations". This includes services in the areas of

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human resources, finance and budget, conduct and discipline, logistics and information and communications technology;

(b) Taking into account the provisions of paragraph 1.2 and in coordination with relevant departments and offices of the Secretariat, contributes to the development of organizational policies and procedures to meet the requirements of field operations; ensures consistency in the application of support-related policies and practices in field operations; and delegates to field missions and administers and monitors field operations in the areas of human resources, finance, local procurement, conduct and discipline, logistics, information and communications technology and other general management issues;

(c) Recruits, manages and administers civilian staff serving in field operations. This includes the administration of the senior field leadership selection process, provision of policy guidance on entitlements of military observers and civilian police officers, and management of the recruitment and benefits and entitlements of civilian staff in field operations;

(d) Solicits input from field operations and proposes organizational, structural staffing and resource requirements for field operations to the Controller for the budgetary approval process; and monitors and manages mission and extrabudgetary funds for field operations;

(e) Supports compliance with the highest standards of conduct and discipline among United Nations personnel in field operations, including the implementation of the zero-tolerance policy of the Secretary-General regarding sexual exploitation and abuse and the Organization's strategy to address sexual exploitation and abuse;

(f) Directs and implements global peacekeeping logistics support and supply-chain management, conducts integrated logistic support planning, including acquisition planning, and maintains the rapid deployment capacity for field operations;

(g) Provides global information and communication technology services for field operations in close cooperation with other Secretariat entities;

(h) Liaises with departments and offices within the Secretariat and United Nations agencies, funds and programmes, Member States and non-governmental organizations; and coordinates with troop- and police-contributing countries as well as regional organizations on administrative and logistical support aspects of field operations.

2.2 The Department is divided into organizational units, as described in the present bulletin.

2.3 The Department is headed by the Under-Secretary-General for Field Support. In performing his/her functions, the Under-Secretary-General is assisted by the Assistant Secretary-General for Field Support. The Under-Secretary-General and the officials in charge of each organizational unit perform, in addition to the specific functions set out in the present bulletin, the general functions applicable to their positions, as set out in the Secretary-General's bulletin ST/SGB/1997/5, as amended by ST/SGB/2002/11.

2.4 To ensure the integration of efforts with the Department of Peacekeeping Operations and the Department of Political Affairs, the Department of Field Support maintains the following arrangements for coordination:

(a) The Under-Secretary-General for Field Support reports to and receives direction from the Under-Secretary-General for Peacekeeping Operations on all issues pertaining to United Nations peacekeeping operations and other field operations led by the Department of Peacekeeping Operations;

(b) The Under-Secretary-General for Field Support receives direction from the Under-Secretary-General for Political Affairs on all issues pertaining to field-based special political missions or other presences where the Department of Field Support provides agreed support services to missions;

(c) Senior officials of the Department of Field Support participate in joint decision-making bodies established at Headquarters, as required, to address cross-cutting strategic, policy and operational issues;

(d) The Chief of Staff in the Office of the Under-Secretary-General for Peacekeeping Operations reports to both the Under-Secretary-General for Peacekeeping Operations and the Under-Secretary-General for Field Support, ensuring that both departments work in an integrated manner at all levels;

(e) The Office of the Under-Secretary-General for Field Support coordinates with the Chief of the Office of the Under-Secretary-General for Political Affairs to ensure that appropriate service levels are achieved in support of those operations under the purview of the Department of Political Affairs;

(f) The Department of Field Support coordinates with the Department of Peacekeeping Operations through administrative and logistic support specialists embedded in Integrated Operational Teams in the Office of Operations. These Teams are responsible for integrated planning of and integrated operational guidance and support to operations led by the Department of Peacekeeping Operations on mission-specific issues that cut across specialist functional areas, while specialist functional areas remain responsible for the provision of technical guidance across missions in their specific areas of responsibility;

(g) The Department of Field Support develops modalities for operational cooperation in the implementation of mandated responsibilities for cross-cutting activities, including guiding principles to ensure effective coordination, consultation and information-sharing;

(h) The Executive Office, the Peacekeeping Situation Centre, the Policy, Evaluation and Training Division, the information management capacity and the Public Affairs Section of the Department of Peacekeeping Operations, as well as the Conduct and Discipline Unit, the Senior Leadership Appointments Section and the Audit and Board of Inquiry Team of the Department of Field Support serve as shared resources between the Department of Peacekeeping Operations and the Department of Field Support, and also provide services, as required and feasible, to the Department of Political Affairs.

2.5 To formalize relationships and coordinate strategic advice, policy and political guidance with different partners in support of field operations, the Department of Field Support participates in integrated mission task forces, when established, for

each major mission, along with other Secretariat departments and offices and United Nations funds, agencies and programmes.

Section 3
Under-Secretary-General for Field Support

3.1 The Under-Secretary-General for Field Support, hereinafter referred to as the "Under-Secretary-General", is accountable to the Secretary-General.

3.2 The Under-Secretary-General is responsible for all activities of the Department of Field Support.

3.3 The core strategic functions of the Under-Secretary-General are as follows:

(a) Directing all support for United Nations field operations led by the Department of Peacekeeping Operations and the Department of Political Affairs, including the provision of strategic direction on the delivery of support components in the areas of human resources, finance, procurement, conduct, logistics, communications and information technology, as well as leading problem-solving initiatives in these areas, as needed;

(b) Leading the development of organizational support strategies, policies and procedures to meet specific field requirements and, within the provisions of paragraph 1.2 above, recommending adjustments as necessary;

(c) Under the provisions of paragraph 1.2, ensuring the recruitment and retention of high-quality civilian personnel for deployment to field operations;

(d) Liaising and conducting negotiations with Member States and other organizations regarding their contributions to field operations and related administrative and logistical support modalities;

(e) Acting as focal point within the Secretariat for all requests for information on matters related to the administrative and logistical aspects of field operations.

3.4 The Under-Secretary-General is responsible for directing activities of the Field Personnel Division, the Field Budget and Finance Division, the Logistics Support Division and the Information and Communications Technology Division.

3.5 The core operational functions of the Under-Secretary-General include:

(a) Ensuring effective management and implementation of integrated support for field operations through the coordination of financial and personnel matters, logistics support activities and communications and information technology in support of field operations;

(b) Monitoring issues related to field administrative, logistic, communications and information technology support and liaising with Member States on these matters;

(c) Overseeing the delivery of operational, administrative and logistics support to ensure the safety and security of staff serving in field operations within the parameters established by the United Nations security management system;

(d) Overseeing the development and maintenance of strategic support partnerships with peacekeeping partners, including regional organizations and entities of the United Nations system;

(e) Under the provisions of paragraph 1.2, providing policy guidance for the effective and efficient administration of field operations.

Section 4
Office of the Under-Secretary-General

4.1 The Office of the Under-Secretary-General for Field Support comprises the front office of the Under-Secretary-General and the Senior Leadership Appointments Section.

4.2 The front office of the Under-Secretary-General is headed by a Special Assistant who is accountable to the Under-Secretary-General.

4.3 The core functions of the front office of the Under-Secretary-General are as follows:

(a) Assisting and advising the Under-Secretary-General in carrying out his/her duties;

(b) Advising on support policy issues requiring strategic decisions by relevant services, departments and agencies;

(c) Developing and maintaining an efficient system of review of incoming communications and correspondence, screening items submitted for clearance and initiating or designating actions to be taken;

(d) Monitoring strategic support issues and operational requirements in United Nations field operations and ensuring that they are effectively addressed;

(e) Supporting and coordinating the preparation or provision of inputs to reports of the Secretary-General to the Security Council, the Special Committee on Peacekeeping Operations, the Advisory Committee on Administrative and Budgetary Questions, the Fourth and Fifth Committees of the General Assembly and other legislative bodies with regard to all areas of support;

(f) Coordinating and serving as a facilitator to solve problems raised by the management of field operations for the effective provision of support to field-based special political missions;

(g) Exchanging information on behalf of the Under-Secretary-General, as required, with peacekeeping missions, special political missions and other field operations as well as external partners, including permanent missions and United Nations agencies, funds and programmes;

(h) Coordinating with the Public Affairs Section of the Department of Peacekeeping Operations on the management of media relations, publicity and external relations for the Department of Field Support. This includes development and implementation of communications plans and campaigns, as well as representational activities;

(i) Coordinating with the Department of Management in the areas of finance, budget, human and physical resources;

(j) Coordinating and preparing position papers, briefing notes and talking points for meetings and conferences.

4.4 The Senior Leadership Appointments Section is headed by a Chief, who is accountable to the Under-Secretary-General.

4.5 The core functions of the Senior Leadership Appointments Section are as follows:

(a) Identifying and monitoring leadership requirements in the field to improve senior-level vacancy management and succession planning, with special attention to improving the representation of qualified female candidates;

(b) Establishing outreach strategies and expanding partnerships to meet senior-level leadership requirements in field operations, where applicable;

(c) Supporting the recruitment of candidates to fill civilian core leadership posts in field operations, including the development of post profiles, explanations of conditions of service, management of offers, terms of reference and candidate short-lists;

(d) Briefing senior leaders on their package of benefits and entitlements during the recruitment process, in collaboration with the Field Personnel Division of the Department of Field Support;

(e) Maintaining a centralized database of qualified individuals who are potentially suitable for consideration at the level of Under-Secretary-General and Assistant Secretary-General.

Section 5
Office of the Assistant Secretary-General for Field Support

5.1 The Assistant Secretary-General for Field Support is accountable to the Under-Secretary-General for Field Support.

5.2 The core functions of the Assistant Secretary-General for Field Support are as follows:

(a) Developing cross-cutting field support policies and strategies and overseeing their implementation at Headquarters and in field operations;

(b) Under the provisions set in paragraph 1.2 above, delivering day-to-day operational field support in the areas of personnel, finance, budget, conduct and discipline, logistics, information and communications technology, field-focused risk management, quality assurance, audit and Board of Inquiry issues, procurement and leadership of enterprise-wide projects and initiatives;

(c) Deputizing for the Under-Secretary-General in his/her absence and performing other daily duties, tasks and special projects as directed by the Under-Secretary-General.

5.3 The Office of the Assistant Secretary-General comprises the front office of the Assistant Secretary-General, the Conduct and Discipline Unit, the Audit and Board of Inquiry Team and the Field Procurement and Liaison Team.

5.4 The front office of the Assistant Secretary-General is headed by a Special Assistant, who is accountable to the Assistant Secretary-General for Field Support.

5.5 The core functions of the Office of the Assistant Secretary-General are as follows:

(a) Assisting and advising the Assistant Secretary-General in carrying out *his/her duties*;

(b) Advising on the provision of field operational support in the areas outlined in paragraph 5.2 (b) above;

(c) Communicating on behalf of the Assistant Secretary-General, as required, with field operations and external partners, including permanent missions and United Nations agencies, funds and programmes;

(d) Coordinating administrative and logistics mechanisms to support field operations in their implementation of the policy on recreation and welfare.

5.6 The Conduct and Discipline Unit is headed by a Chief, who is accountable to the Assistant Secretary-General for Field Support.

5.7 The core functions of the Conduct and Discipline Unit are as follows:

(a) Providing the overall direction for conduct and discipline issues and maintaining global oversight on the state of conduct and discipline for all categories of United Nations personnel in field operations;

(b) Developing strategies to link the overall goals and objectives of the United Nations on conduct and discipline issues to the tasks of conduct and discipline teams in field operations;

(c) Leading the development of conduct and discipline policies, procedures and guidelines and the identification of best practices to facilitate compliance with conduct and discipline standards;

(d) Leading the development of tools and mechanisms to monitor the application of conduct and discipline standards and policies in field operations, including the maintenance of a comprehensive misconduct database system;

(e) Under the provisions of paragraph 1.2 above, reviewing and recommending actions on disciplinary cases, as required;

(f) Implementing the three-pronged comprehensive strategy (prevention, enforcement and remedial action) to address sexual exploitation and abuse, and monitoring its application in the field;

(g) Under the provisions of paragraph 1.2, reporting to intergovernmental and expert bodies, including the General Assembly, the Fourth and Fifth Committees, the Advisory Committee on Administrative and Budgetary Questions and other policymaking organs on conduct and discipline issues related to all categories of United Nations personnel in field operations;

(h) Guiding the development of training programmes on misconduct and sexual exploitation and abuse in consultation with the Integrated Training Service of the Department of Peacekeeping Operations.

5.8 The Audit and Board of Inquiry Team is headed by a Chief, who is accountable to the Assistant Secretary-General for Field Support.

5.9 The core functions of the Audit and Board of Inquiry Team are as follows:

(a) Coordinating, developing and preparing responses to audit reports of United Nations oversight bodies so as to ensure that recommendations are implemented;

(b) Coordinating and strengthening the interaction between line managers and the oversight bodies;

(c) Developing and circulating guidelines to the Department of Field Support and the Department of Peacekeeping Operations, as well as field operations, to ensure compliance with audit recommendations.

5.10 The Audit and Board of Inquiry Team is a shared resource for the Department of Field Support and the Department of Peacekeeping Operations.

5.11 The Field Procurement and Liaison Team is headed by a Chief, who is accountable to the Assistant Secretary-General for Field Support.

5.12 The core functions of the Field Procurement and Liaison Team are as follows:

(a) Managing and monitoring delegations of procurement authority by the Under-Secretary-General for Field Support to field mission staff;

(b) Developing procedures related to field contract management and integrated logistics support planning, including acquisition planning;

(c) Advising the Assistant Secretary-General for Field Support on field procurement issues;

(d) Supporting the Under-Secretary-General for Field Support and the Department of Management in the development and implementation of field procurement policies and procedures.

Section 6
Field Personnel Division

6.1 The Field Personnel Division is headed by a Director, who is accountable to the Under-Secretary-General, and is comprised of the Office of the Director, the Field Personnel Operations Service and the Field Personnel Specialist Support Service. Each Service is headed by a Deputy Director/Chief of Service who is accountable to the Director of the Field Personnel Division.

6.2 The Field Personnel Operations Service comprises the Office of the Deputy Director and four Integrated Regional Human Resources Management Sections. Each Integrated Regional Human Resources Management Section is headed by a Chief, who is accountable to the Deputy Director/Chief of Service.

6.3 The Integrated Regional Human Resources Management Sections are charged with the direct delivery of the full range of delegated human resources services. The core functions of the Sections are as follows:

(a) Administering the international staff of field operations;

(b) Assessing the propriety and accuracy of staff selections made by field operations;

(c) Exercising delegated authorities with respect to the application of the Staff Regulations and Staff Rules in the context of the preparation of offers of appointment and letters of assignment, initial travel arrangements and personnel actions; and making discretionary decisions within the authority delegated.

6.4 The Field Personnel Specialist Support Service comprises the Office of the Deputy Director/Chief of Service, the Policy, Guidance and Organizational Design Section, the Quality Assurance and Information Management Section and the Recruitment, Outreach and Career Development Section. Each Section is headed by a Chief, who is accountable to the Deputy Director/Chief of Service.

6.5 The core functions of the Policy Guidance and Organizational Design Section are as follows:

(a) Under the provisions of paragraph 1.2 above, providing guidance to field operations on the implementation of the Staff Regulations and Staff Rules and human resources policies and contributing to the development and/or improvement of policies governing conditions of service for staff in the field operations, in collaboration with the Office of Human Resources Management;

(b) Advising on organizational norms and designing templates for organizational structures and the level of staffing resources in field operations;

(c) Under the provisions of paragraph 1.2, exercising delegated authority regarding the classification of posts in field operations;

(d) Coordinating the development of standard operating procedures with the relevant areas of the Division;

(e) Conducting strategic workforce planning, forecasting and trends analyses and developing strategies to address human resource requirements for field operations;

(f) Participating in technical assessment and planning missions to identify organizational structure and staffing requirements of new, expanding or changing field operations;

(g) Communicating with field staff at large on human resources issues affecting their conditions of service and working environment.

6.6 The core functions of the Quality Assurance and Information Management Section are as follows:

(a) Ensuring consistency and high quality in the application of human resources management rules, policies and procedures, both at Headquarters and in field operations;

(b) Evaluating and reviewing the performance of human resources functions in United Nations field operations through self-monitoring and the implementation of human resources action plans in field operations;

(c) Managing, producing and analysing data used in the management of human resources in United Nations field operations and reporting thereon to the legislative bodies, Member States and senior leadership in the Secretariat;

(d) Developing, maintaining and supporting automated information management systems and their application for human resources management;

(e) Administering and archiving the official status files of international staff members in field operations;

(f) Training newly recruited field human resources management staff.

6.7 The core functions of the Recruitment, Outreach and Career Development Section are as follows:

(a) Developing and implementing strategies for the recruitment of pre-vetted and highly qualified candidates for field operations, with special attention to increasing the recruitment of qualified female candidates;

(b) Creating and maintaining a roster of pre-vetted and highly qualified candidates for field operations;

(c) Coordinating targeted outreach to Member States, regional organizations, peacekeeping partners, professional networks and sister organizations in the United Nations common system;

(d) Developing and implementing, in collaboration with the Office of Human Resources Management, career management strategies, frameworks and tools for staff serving in United Nations peace operations;

(e) Managing succession planning, vacancy management and recruitment and placement for senior mission support leadership.

Section 7
Field Budget and Finance Division

7.1 The Field Budget and Finance Division is headed by a Director, who is accountable to the Under-Secretary-General. The Division is comprised of the Office of the Director, the Budget and Performance Reporting Service and the Memorandum of Understanding and Claims Management Section.

7.2 The Budget and Performance Reporting Service is headed by a Chief of Service, who is accountable to the Director of the Division. The Service consists of two Sections, each of which is headed by a Chief who is accountable to the Chief of Service.

7.3 The core function of the Budget and Performance Reporting Service is to support field operations in the areas of budget and finance, including:

(a) Supporting the preparation of budget proposals, performance reports and other budgetary documents by providing guidance to field operations, including through field support visits, and offices at Headquarters, particularly the Department of Peacekeeping Operations, the Department of Political Affairs and the Department of Field Support, on budget policies, procedures, processes, systems, practices, rules and regulations; results-based budgeting; and the implementation of recommendations by advisory and legislative bodies;

(b) Representing the Department of Field Support and field operations in discussions with legislative and advisory bodies, as necessary, including the provision of inputs to the Office of Programme Planning, Budget and Accounts for formal responses and communication to legislative bodies;

(c) Supporting the implementation of approved budgets for field operations by providing guidance to field operations and offices at Headquarters on policies, procedures, processes, systems, rules and regulations with regard to budgetary/allotment authorizations, redeployments and actual and projected expenditures within the Financial Regulations and Rules and budgetary and financial policies established by the Controller;

(d) Supporting the liquidation phase of field operations by:

(i) Guiding field operations in the financial aspects of liquidation and preparing the liquidation budget, including through field support visits, and monitoring financial statements;

(ii) Assuming responsibility for the remaining liquidation activities upon termination of the field liquidation team's presence, including the completion of financial transactions.

7.4 The Memorandum of Understanding and Claims Management Section is headed by a Chief, who is accountable to the Director of the Division.

7.5 The core function of the Memorandum of Understanding and Claims Management Section is to undertake, in consultation with the Office of Military Affairs, the Police Division and the Mine Action Service of the Department of Peacekeeping Operations and the Logistics Support Division of the Department of Field Support, the financial aspects of the management of contingent-owned equipment and memorandums of understanding related to Member States' participation in peacekeeping operations and certain other field operations by:

(a) Representing the Field Budget and Finance Division in memorandum of understanding negotiations with troop- and police-contributing countries for the deployment of troops and equipment to peacekeeping operations; participating in predeployment briefings/visits to Member States; and conducting briefings of permanent missions and visiting delegations on the contingent-owned equipment process;

(b) Reviewing verification reports from peacekeeping operations and certifying amounts payable; reviewing, verifying and certifying claims submitted by troop-contributing countries; and processing the death and disability claims for contingent members;

(c) Preparing and reviewing the budgets of field operations for major equipment and self-sustainment categories, including the establishment of requisitions and monitoring of allotments;

(d) Organizing and coordinating the Contingent-Owned Equipment Working Group, preparing related reports to the legislative bodies and updating the Contingent-Owned Equipment Manual;

(e) Liaising with permanent missions on issues related to Member State reimbursement policies and procedures, responding to queries and providing status reports.

Section 8
Logistics Support Division

8.1 The Logistics Support Division is headed by a Director, who is accountable to the Under-Secretary-General, and is comprised of the Office of the Director, the Operational Support Service, the Transportation and Movements Service and the Specialist Support Service. Each Service is headed by a Deputy Director/Chief of Service who is accountable to the Director of the Division.

8.2 The Operational Support Service comprises the Logistics Operations Section, the Strategic Deployment Stock Unit and the Aviation Safety Section.

8.3 The core functions of the Operational Support Service are as follows:

(a) Developing, reviewing and amending logistic policies and procedures, including liquidation, in support of field operations;

(b) Planning and coordinating integrated operational logistic support activities for all field operations supported by the Logistics Support Division;

(c) Providing support to the acquisition process for the field operations and Headquarters, including advanced acquisition planning, technical assistance to the procurement process and contract execution;

(d) Managing the strategic deployment stocks inventory to ensure readiness, rapid deployment and replenishment;

(e) Ongoing management and development of system contracts;

(f) Managing the safety of air operations and assets of the Department of Field Support to ensure that they meet the required international safety standards;

(g) Coordinating the preparation of training programmes for middle-management logistics officers at Headquarters and in field operations;

(h) Leading the liquidation process in field operations and implementing related actions at Headquarters to ensure that field operations meet expected milestones and that the approval of disposition of assets is achieved on the basis of agreed priorities;

(i) Providing the Director of the Logistics Support Division, in coordination with field operations, with recommendations for new technologies and mitigating measures that support the mandates of field operations;

(j) Representing the Logistics Support Division in negotiations on memorandums of understanding with Member States in predeployment briefings and managing the logistics aspects of the contingent-owned equipment/memorandum of understanding system in consultation with the Field Budget and Finance Division, the Office of Military Affairs, the Police Division, the Mine Action Service and field operations;

(k) Identifying, in consultation with the Field Budget and Finance Division, the Office of Military Affairs, the Police Division, the Mine Action Service and field operations, shortfalls in logistics-related self-sustainment categories and major equipment, and following up with troop- and police-contributing countries and field operations to ensure that corrective actions are taken, where required.

8.4 The Transportation and Movements Service comprises the Movement Control Section, the Surface Transport Section and the Air Transportation Section.

8.5 The core functions of the Transportation and Movements Service are as follows:

(a) Providing strategic guidance and coordination to ensure the provision of effective logistic capabilities in terms of air support and strategic air and sea lift for movement of military and civilian personnel and cargo, vehicles and spare parts at the required time and place in support of field operations;

(b) Translating capability requirements into detailed plans for the acquisition of goods and services;

(c) Providing support to the acquisition process for the field operations and Headquarters, including advanced acquisition planning, technical assistance to the procurement process and contract execution;

(d) Deploying and rotating military and United Nations police contingent personnel and their equipment; deploying United Nations strategic stocks by air and sea; and providing other transportation requirements during the life cycle of the field operations, including start-up, sustainment, transition and liquidation;

(e) Providing air assets, as well as all related airfield and aviation ground support services, of the right type and numbers to facilitate the execution by field operations of mandated tasks, while ensuring through the aviation quality assurance programme that contracted services comply with the requirements of the United Nations and the International Civil Aviation Organization Standards and Recommended Practices;

(f) Providing vehicles of all types and other engineering and airfield services specialized equipment, as well as all necessary ancillary services, including advice and guidance on the establishment and maintenance of facilities in field operations;

(g) Planning and executing training courses, workshops and seminars for the development of staff in field operations and at Headquarters;

(h) Establishing, in collaboration with the Office of Legal Affairs and the Office of Central Support Services, standard comprehensive integrated policies and procedures and manuals for the effective and efficient procurement of capabilities such as aircraft, vehicles, strategic air and sea lift from the commercial market, as well as from Member States under letters of assist.

8.6 The Specialist Support Service comprises the Medical Support Section, the Engineering Section, the Supply Section, the Contingent-Owned Equipment and Property Management Support Section and the Cartographic Section.

8.7 The core functions of the Specialist Support Service are as follows:

(a) Ensuring the provision of rations and fuel, engineering support services, management of United Nations property and contingent-owned equipment, medical support services, advice on environmental initiatives and cartographic services for field operations;

(b) Planning, strategically managing, monitoring performance and ensuring technical compliance with contracts for the delivery of supplies and major services, including fuel rations, general supply and contract management;

(c) Providing support to the acquisition process for the field operations and Headquarters, including advanced acquisition planning, technical assistance to the procurement process and contract execution;

(d) Ensuring the provision of living and working accommodation, utilities and civil engineering infrastructure in field operations;

(e) Providing policy and procedural advice to field operations and management in the Department of Field Support on compliance with the United Nations rules and regulations on property management issues; monitoring and analysing inventory reports from field operations to determine trends in inventory management; collaborating with user groups to develop automation tools to accelerate the verification of assets and streamline the write-off process; supporting field operations by developing training programmes and materials; and developing and setting global performance benchmarks with key performance indicators for field operations;

(f) Reporting on the performance of troop- and police-contributing countries and field operations in meeting obligations of memorandums of understanding; providing advice to other United Nations partners and Member States with regard to the logistics aspects of the contingent-owned equipment/memorandum of understanding management system; liaising with permanent missions to address queries; developing and promulgating policies, procedures and guidelines to facilitate the establishment of effective and efficient mechanisms to manage memorandums of understanding, including the consistent verification of major equipment and self-sustainment capabilities; and providing training on the contingent-owned equipment programme;

(g) Ensuring the health and well-being of members of field operations through medical planning, coordination, execution and monitoring; developing operational medical policies, doctrine and guidelines in collaboration with the Office of Human Resources Management; overseeing the maintenance of medical support for field operations; making on-site assessments of host nation and regional medical facilities; advising on immunization and disease prophylaxis; and managing systems contracts for medical materiel;

(h) Supporting field operations through the provision of accurate and timely geographic information and terrain analysis in support of decision-making and operational needs; providing cartographic and geographic information services to the Security Council and senior management of the United Nations; producing planning and operational maps and geospatial data to meet the needs of field operations; providing oversight of and coordinating activities with the geographic information sections and units of field operations; researching and analysing international boundary issues to provide technical assistance to international boundary demarcation processes; and clearing maps to be printed in official publications of the United Nations in accordance with ST/AI/189/Add.25/Rev.1.

Section 9
Information and Communications Technology Division

9.1 The Information and Communications Technology Division is headed by a Director, who is accountable to the Under-Secretary-General, and is comprised of the Office of the Director, the Field Communications and Information Technology Operations Service and the Field Technology and Security Operations Service. Each Service is headed by a Chief, who is accountable to the Director of the Division.

9.2 The Information and Communications Technology Division also supports the work of the Office of Information and Communications Technology in the following:

(a) Establishing information and communications technology architecture and standards;

(b) Planning and implementing major infrastructure improvements for field operations;

(c) Implementing and supporting Organization-wide applications and major shared applications for the field;

(d) Providing centralized information and communications technology project management support;

(e) Coordinating disaster recovery and business continuity planning for the field;

(f) Reviewing and approving information and communications technology field budget submissions;

(g) Maintaining strategic oversight of the enterprise data centres and major communications facilities, including review and approval of strategic directions.

9.3 The Field Communications and Information Technology Operations Service comprises the Field Communications Section and the WAN/LAN Operations Section. The core functions of the Field Communications and Information Technology Operations Service are as follows:

(a) Providing information and communications technology operational, logistics and administrative support to field operations, as well as the management of information and communications technology-related resources;

(b) Supporting command, control, communications and computer functions, including coordination, for military and police elements within field operations;

(c) Managing the Secretariat's global telecommunications infrastructure that underpins field operations, including the wide area network and the Department of Field Support teleport located at the United Nations Logistics Base in Brindisi, Italy, and the communications facility in Valencia, Spain;

(d) Planning, coordinating, designing, delivering, supporting and sustaining reliable telecommunications services for field operations;

(e) Coordinating the development of training programmes for information and communications technology officers in the field;

(f) Planning and supporting new field operations.

9.4 The Field Technology and Security Operations Service comprises the Field Information Systems Section and the Information and Communications Technology Security Section. The core functions of the Field Technology and Security Operations Service are as follows:

(a) Providing, implementing and supporting field mission-specific information systems and applications;

(b) Collaborating with users to provide automated solutions in support of field operations;

(c) Supporting the transition of information systems utilized in field operations to large-scale systems and technologies;

(d) Managing systems integration to leverage information systems and data to improve information exchange and ensure seamless interoperability;

(e) Assessing and implementing measures to address information security threats and coordinating specific actions to ensure the prevention of serious loss or compromise of information and communications technology resources and data in accordance with the Secretariat-wide information security policies and guidelines;

(f) Ensuring the coherent and coordinated global usage of information systems across the Department of Peacekeeping Operations, the Department of Political

Affairs, the Department of Field Support and field operations, in accordance with the information and communications technology governance framework established by the Office of Information and Communications Technology.

Section 10
Final provisions

10.1 The present bulletin shall enter into force on the date of its issuance.

(*Signed*) **BAN** Ki-moon
Secretary-General